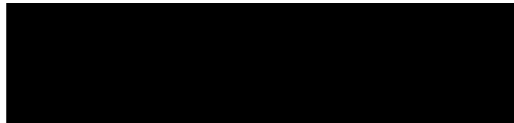


17 December 1973

MEMORANDUM FOR: Deputy Director of Logistics

SUBJECT : Comments on Management by Objectives

The attached comments on Management By Objectives are forwarded per instructions. If there are any questions regarding either of the statements, we are available for discussion at your convenience.



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Chief
Printing Services Division, OL

att

OL 3 6864

SUBJECT: Comments on Present Management by Objectives System

1. The system has been purposefully designed as an evolutionary, not a turnkey operation. Management objectives for Printing Services Division have not, therefore, been altogether clear; e.g., budget and personnel levels, thus these important aspects of PSD management objectives are treated outside of the Management By Objectives system. Since objectives derived internally in PSD must ultimately depend to a great extent on resources, there tends to be a super cautious approach to formulating new objectives that have any degree of risk. If our objectives have a built in 100 percent assurance of success, they tend to mere window dressing. Hopefully, this situation will improve, i.e., we can set the sights higher with full knowledge that a degree of risk can be tolerated, and that some failure will be acceptable if we can show a net gain in performance and in the process learn how much we can do within some set limits of resources.

2. The periodicity of reporting and conferences is ok, although present objectives are such that not enough transpires in two months to make meaningful presentations not loaded with repetition. A three month interval might be tried if this is a prevailing situation in other components.

SUBJECT: Management By Objectives - Changes in FY 1975 Objectives
and New Objectives for FY 1976

1. Office of Logistics Objective 11, calling for a reporting of PSD resource allocation down to the "Office" level for FY 1974, should be extended into FY 1975 and call for further refinements in data collection and Object Class 2600 allocations.

2. Concurrent with the above, a new objective for FY 1975 should call for a joint Printing Services Division/Office of Joint Computer Support effort in the design of an integrated computer-based management information system (12 months) which could be gradually implemented in FY 1976. FY 1975 objective 11 (paragraph 1 above) would be incorporated with performance standards to realize a measurement of productivity. If successful, multiple reporting on resource allocation and other quantitative measures can be derived, as well as overall and specific measurements of productivity.

3. A new objective dealing specifically with both the increased costs and increased scarcity of paper should be formulated for beginning in FY 1975 and carried into FY 1976. Techniques for dealing with this situation should be developed over the last half of FY 1974, with implementation beginning in FY 1975 (e.g., gradual reduction in computer output onto line printers substituting a combination of photocomposition and COM). A subobjective should call for the system design and hardware investments during FY 1975 for a switch to photocomposition for the FBIS reporting, and implementation beginning in FY 1976.

4. A new objective involving the Photography Branch, PSD, might be included for FY 1975. It could be along the lines of: Reorganization of the Photography Branch combining Varied Imagery Section and Graphics Section into a single Black & White Section, creation of a Support Section for quality control, customer relations and other support functions, and continuing Color and Motion Picture Sections. However, since we have several proposals but no consensus, it might be better to state an objective in terms of reorganization to achieve more efficiency and flexibility and to develop an organizational environment in which career development can be better planned and achieved.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Comments on Management by Objectives

FROM:

EXTENSION

NO.

Chief, Printing Services Division, OL

4111

DATE

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

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Parol PSD Comments
very appropriate. @